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PROVINCIAL CAPITAL COMMISSION

REPORT FOR THE YEAR ENDED MARCH 31, 2000

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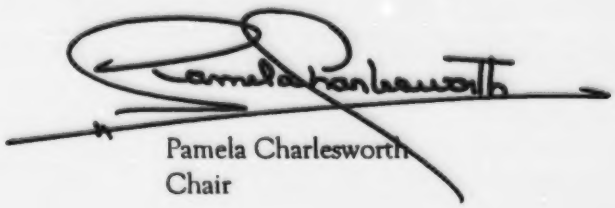
Honourable Andrew Petter
Minister of Advanced Education, Technology and Training
Parliament Buildings
Victoria, British Columbia
V8V 1X4

Dear Minister:

On behalf of the Provincial Capital Commission, I have the honour to submit the Annual Report of the Commission for the year ending March 31, 2000.

Respectfully submitted,



Pamela Charlesworth
Chair

MESSAGE FROM THE MINISTER RESPONSIBLE

It's been a great year for the Provincial Capital Commission.

The past twelve months have seen much activity, where we've built on the successes of the past to move forward into the new millennium.

Perhaps the success of the St. Ann's Academy provides one of the best testaments to the value of the work the commission is doing. Two years ago, we completed restoration work on this heritage building and ground. Today, it's a Victoria landmark, enhancing the cultural life and living space of residents and visitors alike. However, there is still work to do.

In September, the Provincial Capital Commission announced its Millennium project, the reclamation of the grounds at the site of the old St. Ann's Academy Annex. The goal is to work in partnership with the City of Victoria to create a natural link between the academy grounds and Beacon Hill Park.

We've also made great strides in realizing our greenways vision, including the development of more than 100 kilometres of trails from Sooke to Sidney. Work is underway on the Blenkinsop Lake Trestle, while we initiated a dozen other greenway and beautification projects throughout the capital region.

As well, our awards program has recognized individuals and organizations who are doing their part to support the work of the PCC.

The net result is that the City of Gardens is now recognized as The Greenways Capital of Canada, with more protected green space than any other Canadian city.

I'd like to commend the Commission and its partners. Working with local and regional governments and the community, the Provincial Capital Commission is ensuring that Victoria and the entire capital region will remain a source of pride to British Columbians for generations to come.

Andrew Petter
Minister Responsible

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MESSAGE FROM THE CHAIR

I am pleased to have this opportunity to report on what was an extremely busy and productive year for the Provincial Capital Commission.

The major redevelopment of St. Ann's Academy is now largely behind us and we continue to work on refining the services, completing the grounds renewal and planning for completion of the second level of the Interpretive Centre.

Our Greenways Initiative is thriving under the guidance of our advisory committee and with the cooperation of the C.I.D. municipalities.

This year we were able to reach consensus on the redevelopment of the Belleville Ferry terminal with our many partners and we expect the rezoning of the site to be the first major step in the eventual upgrade and enhancement of this important location on the Inner harbour

Once again, the Commission, in cooperation with the Canadian Capital Cities Organization, was involved in the "Celebrate Canada in the Capitals" program that saw involvement from nine capital cities and next year all thirteen territorial and provincial capitals will be involved. Commission is a very active participant in the CCCO and is involved in several of the Canada wide programs developed by the organization.

It is with sincere gratitude that I extend my deepest appreciation to all who assisted the Commission in the pursuit of our mandate during the past year and especially members of the Commission, members of our advisory committees and our very capable and dedicated staff.

Through our efforts to preserve and enhance the unique qualities of British Columbia's Capital it is our goal to give all citizens of British Columbia reason to take pride in their Capital.

Pamela Charlesworth
Chair

HISTORY

The Provincial Capital Commission, since its inception in 1956, has been responsible for a designated area known as the Capital Improvement District. In addition to the City of Victoria and the Municipalities of Esquimalt, Oak Bay and Saanich the designated area now includes the whole of the Saanich peninsula and the Western Communities. The Commission's mandate today, just as it was during the years it operated under its original name - The Capital Improvement District Commission - is to protect and enhance those amenity values of Greater Victoria and its approaches, which are appropriate for the Capital City of the Province of British Columbia.

The Provincial Capital Commission, as the name suggests, is the British Columbia counterpart of the National Capital Commission in Ottawa. While the N.C.C. has comprehensive powers, the P.C.C., in pursuit of it goals and with approving authority only in the case of proposed developments on Provincial Crown Land, relies heavily upon its example, good offices and the cooperation of all the member municipalities, the Capital Regional District and all levels of senior government.

The Commission, in accordance with the Capital Commission Act, has a 14 member board which includes six seats filled by nominees of the four core municipalities and eight appointed by the Province - all chosen for the experience and expertise they can bring to bear in furthering the enhancement needs of the Capital Improvement District. The positions of Chair and Vice-Chair are two of the O.I.C. appointments made by the Province.

Traditionally the Commission has funded, wholly or in part, construction and development work for enhancement projects initiated by member municipalities in the designated area. This is still a major area of Commission activity, and has been augmented in recent years by extensive improvements initiated by the Commission itself. A small resource group was established in 1977 by the Minister Responsible to attend to such Commission initiatives and to assist the Commission in the day to day management of a portfolio of "special interest" properties entrusted to it by the Province. Since completion in 1957 of its very first project, which consisted of improvements to part of the Dallas Road waterfront, the Commission, in cooperation with the municipalities of the Capital Improvement District, has spent or committed approximately $19 million for such enhancement projects.

Again in recent years the "special interest" properties have become a very important part of the Commission's responsibilities. The Commission was the agency through which the Province chose to achieve the rehabilitation of the derelict Crystal Garden facility. It was also the Commission that the Province looked to in seeking appropriate stewardship of the former St. Ann's Academy campus. "Special interest" projects traditionally have been accomplished through specially warranted provincial funding over and above the Commission's annual appropriation.

Because of its key contribution to the heart of Victoria, the Inner Harbour, and more particularly the Inner Basin, has always enjoyed centre stage attention. The Commission, with title to major waterfront properties on both the Wharf Street and Belleville Street flanks, endeavours to ensure that future development in this area will be in keeping with the impressive surroundings.

COMMISSION'S MANDATE

The Provincial Capital Commission is a corporate entity with a Minister of Government being responsible for reporting to the Legislature on behalf of the Commission. Although the legislation creating the Provincial Capital Commission only goes back to 1977, the origins of the Commission go back to the first meeting of the Capital Improvement District Commission held on June 5, 1956.

The P.C.C. is an agency established by the Province under the Capital Commission Act, with the mission of protecting and enhancing Victoria's unique Provincial and National role, character and ecology through preservation and elaboration of natural and built amenities and environments in the Capital Improvement District (CID) of the Province.

The Commission usually meets once per month and sub-committees may meet more often depending on the demand of their specific task.

As a corporation, the P.C.C. must produce an adequate return from the properties it manages in order that it can generate sufficient surplus funds to achieve its mandate with respect to the enhancement of the amenities of the Capital Improvement District.

While the Commission's mandate is to protect and enhance the environment of the Capital Region, a number of the properties to which it holds title are commercially viable. In many instances these holdings are utilized as revenue generators which provide most of the fiscal resources required to carry out the mandate.

The P.C.C. has jurisdiction over 59 properties within the Capital Improvement District, an area of approximately 197 square miles, 126,134 acres or 51,046 hectares. The assessed value of the 59 holdings of the P.C.C. in 2000 was approximately 62.8 million dollars.

The mandate of the Commission is best expressed by the following goals and objectives:-

GOALS

A. Enhancement of the amenities and environment in the Capital Improvement District (i.e. Greater Victoria) for the benefit of B.C. residents and visitors to the Province.
B. Protection and enhancement of arterial approaches to Greater Victoria.
C. Response to requests by the Government for the undertaking of Special Projects.

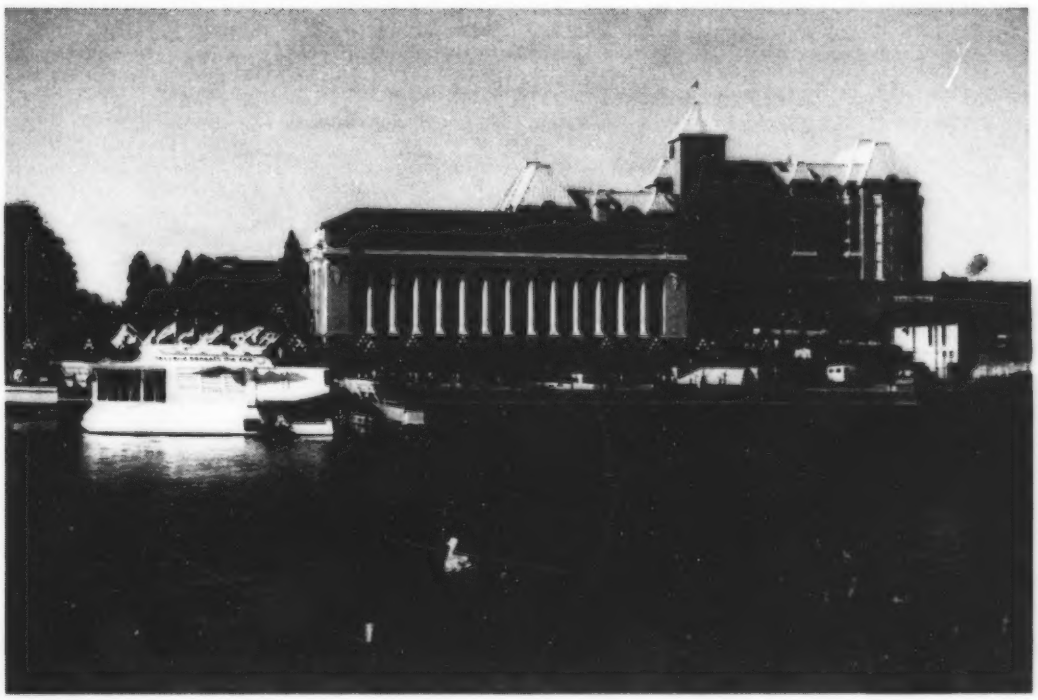
OBJECTIVES

I. Promotion and/or support of improvement efforts, by others, which maintain or enhance amenities in the Capital Improvement District.
II. Protection of natural and/or built environments in the Capital Improvement District.
III. Development of public amenities in the Capital Improvement District.
IV. Coordination with and assistance to other agencies within the Capital Improvement District with respect to activities which affect the public amenity values of the District and arterial approaches thereto.
V. Review and comment on (vet) plans for disposal and/or alteration of any land, building or other work owned by the Province in the Capital Improvement District.
VI. Purchase, acquisition and holding real property within the Capital Improvement District for the purpose of establishing or enhancing public amenities.
VII. Enactment of bylaws designed to protect, improve or enhance amenities in the Capital Improvement District and arterial approaches thereto.

The Commission only operates two properties directly. It staffs and operates the Crystal Garden Conservation Centre and the St. Ann's Chapel and Interpretive Centre.

Much of what the P.C.C. accomplishes is the result of consultation, cooperation, collaboration and advocacy. Commission relies on its good offices rather than on legislative provisions to influence enhancement within the C.I.D.

The majority of the P.C.C.'s enhancement work has taken place in cooperation with and often at the initiation of area municipalities. Since 1956, the Commission has expended or committed approximately $19 million on over 180 different enhancement projects in the Capital Region in association with Greater Victoria municipalities.

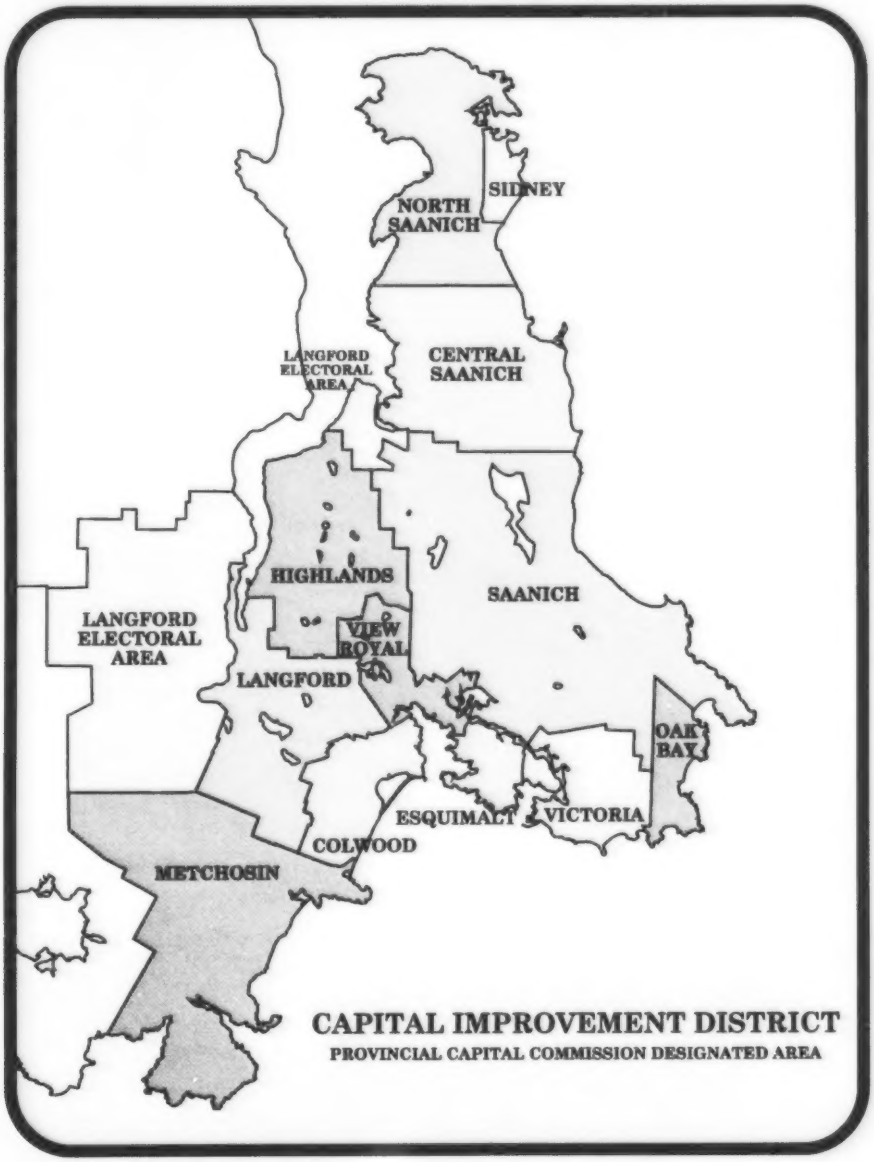


THE SOUTH SIDE OF VICTORIA'S INNER HARBOUR

CAPITAL IMPROVEMENT DISTRICT

The Commission's designated area of responsibility (jurisdiction) has been expanded twice over the years, and is still legally known as the Capital Improvement District. It now includes Greater Victoria, the Saanich Peninsula and all of the Western Communities east of Sooke. All local authorities within this area are free to seek Commission funding assistance for their enhancement initiatives.

The boundaries of the designated area are as indicated on the map shown below:-



ST. ANN'S ACADEMY

Completing the second full year of operation, St. Ann's Academy continues to impress as an award winning landmark heritage building winning a *Best of the City Award* in the Heritage category.

The total number of drop-in visitors and guests attending rental functions at St. Ann's Academy for the fiscal year was 30,655.

INTERPRETIVE CENTRE

In the Interpretive Centre area, the large "The Immaculate Conception" painting, which once impressed visitors in the Sisters' Parlour, was replicated and re-installed. This painting is the first of many that will be copied for display in the Parlours. During the year, the Parlours also received replica roller blinds and lace curtains.

Gilding work continued in the Chapel as painters gilded the two side altars. Grey over-paint was carefully removed from the column bottoms to reveal the original faux onyx finish. They now match the recreated paint finishes completed on the altar rail and wainscoting last year. Work on Station of the Cross #5, the first in the series of 14 to be restored, was also completed.

St. Ann's was open for drop-in visits a total of 249 days in fiscal year 1999-00. This was 14% more than in the previous fiscal year, largely due to the operation being open seven days a week in July and August.

St. Ann's received 6,740 adults as drop-in visitors, an increase of 20%. There were 312 children drop-in visitors, about the same number as in the previous year. Group visits accounted for 809 people, a 33% increase, primarily due to the implementation of a structured school program. Total drop-in visitors numbered 9,668.

The Interpretive Centre admission is free. The donation box received $2,696.23 in Canadian funds and $71.25 in American funds or approximately 25 cents per drop-in visitor. While drop-in attendance has decreased by 6%, donations have dropped 18%.

Visitors continue to arrive from all over the world – 40% of visitors were from Victoria, 23% came from somewhere else in British Columbia, 18% were from somewhere else in Canada, 15% arrived from the U.S.A., and 5% from somewhere else. Visitors from outside of Victoria are expected to grow with the implementation of a new promotional brochure targeted at tourist visitors.

Over the year, St. Ann's Academy hosted 88 weddings, 17 receptions and 13 other rental events, ranging from the consecration of two Bishops to a movie shoot. Staff continued marketing the rental program by developing advertising for the Meeting Planners Guide produced by Tourism Victoria. Some 8,240 people visited St. Ann's as part of Chapel rental events, up from 4,955 last year.

GROUNDS

As the Novitiate Garden landscaping matures, work continues with the help of a group of Monday morning volunteers. Near the rear of the Chapel is a lone White Hawthorne, planted to mark a corner of an early cemetery on the grounds. In front of the Pupils' Entrance to the school are 500 Pheasant Eye Narcissus and granite corner markers were added to note the most recent cemetery location. Work continues on this area to create a statue niche. The re-creation of the pathways carries on in the Formal Garden, as work on the landscape follows the official 5-Year Plan adopted in August of 1999.

During the year, rental of Academy Green for large tented functions began with the four-day *Out of Hand Craft Fair* and with a promotional event called the *"Dream Wedding"*. Several thousand attended the Out of Hand Craft. Other Academy Green events attracted 1,198 people.

AUDITORIUM

As public interest in renting the auditorium increased during the year, the Ministry of Advanced Education, Technology and Training asked the Provincial Capital Commission to assume the management of the public use of the Auditorium.

With over 130 days of activity during the year, including the long-running annual Shakespeare Festival which relocated from the Inner Harbour to St. Ann's, additional staff were needed and two part-time employees were hired. Towards the end the year, historic theatre backdrops, painted by one-time St. Ann's art teacher Sister Mary Osithe, arrived after being located in storage in Nanaimo. It is hoped that they can be incorporated into improvements planned for the stage.

The Auditorium hosted a variety of events with 11,549 people in attendance during this first full year of managing the public program.

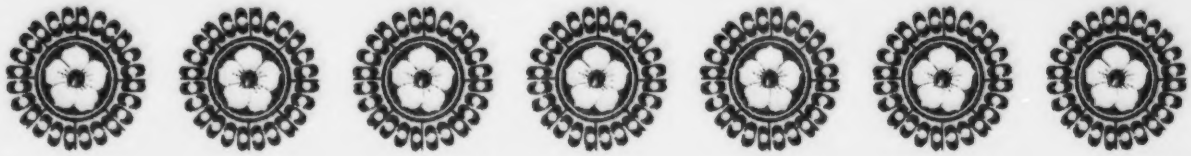
GIFT SHOP

Retail sales expanded this year with the addition of notecards and the reprint of the landmark book "A Century of Service" by Edith Down. Gross revenues were $2,476 for 1999-2000, representing an increase of 111% over the previous year. Plans have been made to increase the variety of stock in 2000-2001.

FRIENDS SOCIETY

The Society of Friends of St. Ann's Academy is moving forward with a new Executive, a new look to the Newsletter and a very successful lunchtime lecture series, which began in January 2000. These informal talks are by women working in the community. An average of 35 people attend each meeting. Membership and interest in the Society continues to increase.

ST. ANN'S ACADEMY FROM THE SOUTH WEST



CRYSTAL GARDEN CONSERVATION CENTRE

The fiscal year 1999/2000 has proven to be another busy and successful year for the Crystal Garden Conservation Centre. Without the *Leonardo da Vinci Exhibit* in Victoria, admissions were down slightly from the previous year; however, usage of the Garden for education visits and community rentals increased.

PROGRAMS AND EDUCATION

Admissions Program

During the year, the Crystal Garden welcomed 188,000 people through the front doors. Although down slightly from last year, due to the absence of a "blockbuster" exhibit at the Royal British Columbia Museum, the attendance was very strong – and on budget. Paid attendance revenues were 5% above budget, which indicates that more individual travelers are visiting the attraction. Phase Two of the ongoing Madagascan Habitat development, and the resulting new and enlarged plant exhibit in this area, was started in September 1999. Many season pass holders frequently visit or call to check up on the progress of the work – it has become an attraction in itself! The modification of the butterfly house to a year-round display will be welcomed by all, and particularly by our winter visitors. Comments from tourists, residents, community program participants, students and event attendees continue to affirm the quality service and product provided by the staff and contractors.

Community Rentals Program

The community rentals program was strong this year with 212 separate functions, an increase of 14% over the previous year. Revenues of $125,719 were contributed to the operating budget through rentals.

Education Programs

Education programming has grown again. The Crystal Garden Conservation Centre was visited by 2,413 students and 484 adult supervisors during the year – an increase of 7.3% over the preceding year! *Butterflies!* continues to be very popular with the K-3 grades. Two programs, *Jungle Journey!* and *Survival!*, were adapted over the summer of 1999 to cover a wider grade range. *Jungle Journey!* now covers materials from grades K-7. The teacher selects the materials from within the program to augment the particular field of study for the class. *Survival!* retained the species survival aspect of the program and expanded the information to encompass science materials for grades 4-7.

A large, colourful poster was mailed to all Island and Lower Mainland schools promoting the programs. An Educator's Open House was held on September 15, 1999 to showcase the Crystal Garden's educational programming. Feedback from this event indicates that the Garden is providing a valuable learning opportunity for students. Thrifty Foods continues to be a sponsor of the "Foods of the Rainforest" component of *Jungle Journey!* and *SleepOver:The Secret Jungle*.

The *SleepOver:The Secret Jungle* program attracted six Victoria area groups. This program is "filling-in" vacant Friday and Saturday evenings – these are popular public rental nights, so not many are available during the year for this program. The sleepover program was included on the education poster this year, resulting in more Lower Mainland and Island schools expressing more interest in midweek nights, which can be more easily incorporated into the Garden's rental schedule.

Tourism Marketing and Partnership Program
Through membership in Attractions Victoria, the Crystal Garden again partnered in the 27th annual *"Be A Tourist in Your Own Hometown"* promotion from March 1 to 5, 2000. Over 7,300 residents and visitors used their tickets to visit the Garden. Due to the success of the rain-check offer last year, the Crystal again honoured tickets until the end of March. This year, many more people asked for rental and education program information – some of the year's booking inquiries can be traced directly to this event.

Again this year, the Crystal Garden was an active member of Tourism Victoria, Attractions Victoria, the Chamber of Commerce, the Tourism Association of Vancouver Island and the Vancouver Island Meeting Planner and Suppliers group. Through the Attractions Victoria, the Crystal is working with the Victoria Clipper in marketing field trips to the attraction to schools in American states in the Pacific Northwest.

In February 2000, the National Geographic's Imax Theatre contacted the Crystal Garden for assistance in the promotion and opening of their newest film "*Amazon*". Pictures of tropical plants and animals, as well as live trees and plants were provided to the theatre. Prominent signage gave credit to the Crystal's participation. Also during the year, the Empress Hotel approached the Crystal to be part their "Secret Season" campaign to promote Victoria as a destination during the low and shoulder tourist seasons – the promotion was very successful. These and past partnerships with such high quality venues have been very beneficial.

75th Anniversary Celebration
January 2000 marked the beginning of the Crystal Garden's 75th Anniversary. A steering committee worked during the year to plan activities to celebrate the occasion including the development of a book commemorating the 75th anniversary and a children's activity book *"Fun At The Crystal"*. New banners are being designed for the James Ballroom as well as anniversary banners for the exterior of the building and other PCC properties. Teas and public events have been planned to take place in June 2000, the anniversary month of opening the original Crystal Garden as a saltwater swimming pool and community centre. We truly have something to celebrate!

HORTICULTURE
The Horticulture and Butterfly Displays at the Crystal Garden Conservation Centre continued to develop and evolve through the year.

Part of this evolution – and an exciting step forward – was the conversion of the existing seasonal Butterfly Display into a year-round one. Since it's start in 1993, the display had been open only between the 1st April and the 31st October, when the days are longer and the sun more intense. Towards the end of the year, the area was adapted to accommodate a year-round display. The main change involved removing all the screened panels that were used to separate the Butterfly Display from the rest of the Garden and replacing them with glass panels. Enclosing the area in glass has made it possible to control the temperature and humidity, ensuring an appropriate year-round climate for the butterflies.

Existing horticulture displays continued to be maintained to give visitors the sense of being in a tropical rain forest. A few minor plant additions and changes were made to the collection. New molded rock display areas for plants were built as part of a construction project in the Animal Care Section. These plantings will give a more natural look to the animal area and will help give more privacy to the animals located there.

During the year, planning began for a greenhouse to service new and existing plants of the horticulture display. The greenhouse, to be located at the rear of the building, will be attached to the Crystal Garden and will compliment its existing brick and glass structure. Construction of the greenhouse is expected to take place in the summer of 2000.

ANIMAL CARE SECTION
This year was the busiest yet in the Animal Care Section of the Crystal Garden Conservation Centre. A major new exhibit, the "South American Igarape," was completed. The exhibit features fish such as angelfish, discus, serape tetras, rummy-nose tetras, penguin tetras, corydoras, catfish and bristle-

nose plecostomus (a sucker-mouth catfish). In the branches above the water level reside plumed basilisks, a species of bright green lizards. In time, other unusual South American species will join this group.

May of 1999 was marked by the arrival of a new and unrelated group of pygmy marmosets to add genetic diversity to the Garden's own population. That summer, a shipment of highly endangered small fish arrived from the Denver Zoo. These fish will reside in the new Mongoose Lemur /Madagascan Tortoise Exhibit now nearing completion. In the Autumn of 1999, the Canadian Wildlife Service entrusted the Crystal Garden with the care of a pair of Madagascan Tree Boas that had been imported into Canada illegally. These snakes now reside in a hollow tree exhibit that is part of the existing Ring-Tailed Lemur enclosure.

The Crystal's lone male Hawkhead Parrot welcomed the addition of a female partner during the Summer of 1999 – the pair is showing a strong interest in nesting. A young Hyacinth Macaw joined the exhibit in the Spring of 2000 as the genesis of new and unrelated pairing. Also in the Spring, a Blue-Tongued Skink (lizard) arrived from the Calgary Zoo. The Montreal Biodome supplied a number of Poison-Arrow Frogs and nine male Mountain Fruit Bats arrived from the Greater Vancouver Zoological Centre.

All the original aviary cages were repainted a dark gray in the Spring of 2000 in order to draw the viewer's eye away from the structures themselves to focus on the animals within. All these improvements will assist in our preparation for re-accreditation by the Canadian Association of Zoos and Aquariums (CAZA) during the coming year.

The 2000/2001year is shaping-up to be as exciting as the year just completed – the Animal Care staff are eager to carry-on!

THE INTERIOR OF THE CRYSTAL GARDEN CONSERVATION CENTRE

IMPROVEMENT PROJECTS

Twelve applications for funding were received this year from municipalities and societies in the Capital Improvement District. Ten of these were approved. This brings the total number of enhancement projects, funded by the Commission, to 160 since the program began. The value of grant applications continues to exceed the Commission's resources.

The approved grant applications are briefly described below:

- Corporation of the District of Saanich for Beautification Highway Entrances;
- Ogden Point Enhancement Society for Ogden Point Waterfront Enhancement Completion;
- Chinese Consolidated Benevolent society for Chinese Cemetery Beautification Project;
- Township of Esquimalt for Esquimalt Town Square;
- Town of Sidney for Sidney Gateway – Floral Display Berm;
- Capital Regional District for Enhancement of the Switch Bridge Gateway
- Corporation of the District of Langford for Downtown Langford Beautification'
- Township of Esquimalt for Esquimalt Shipyard Memorial Park;
- Town of Sidney for Pat Bay Highway Greenway Phase II;
- Gordon Head Residents Association for Gordon Head Greenway.

SIDNEY GATEWAY FLORAL DISPLAY

THE GREENWAYS PROGRAM

The goal of the Commission's Greenways Program is to establish a region-wide multi-functional Greenways network for present and future generations. Greenways are linear green corridors that connect natural areas. They serve as corridors for ecosystem protection and wildlife movement. They can protect natural, scenic and green space values through the cooperative efforts of interested individuals, organizations and public institutional and private landowners. Additionally Greenways provide options for transportation and recreation.

This year the Colwood Greenways Plan was completed illustrating how local municipalities can adopt the Greenways concept and develop comprehensive Greenways plans for their communities. The regional system of Greenways is advancing by the addition of further links to the Lochside Trail system in Sidney and Central Saanich. Funding to assist construction of a bridge over Blenkinsop Lake was approved as a 1999 Greenways Grant.

The Commission's Greenways Grant Program makes a significant contribution to the implementation of the Green Blue Spaces Strategy. To this end the Commission authorized grants from the Greenways Fund to the following groups:

- Chinese Consolidated Benevolent Association for the Chinese Cemetery Greenway Link in Oak Bay Municipality;
- Corporation of the District of Saanich for Blenkinsop Lake Bridge along the Lochside Trail;
- Corporation of the District of Langford for the Park Trail Link from Glen Lake Elementary School to Glen Lake Park;
- Corporation of the District of North Saanich for the Stabilization and Restoration of Ornamental Gardens at the Plant Health Station;
- Habitat Acquisition Trust for the Tod Creek\Prospect Lake Stewardship Program;
- Hagan Creek – Kennes Watershed Project for the Greenways Values in Hagan Creek Watershed including educational aspects and the development of land stewardship;
- The City of Colwood for the Hatley-Beach Link Trail;
- Town of View Royal for the Greenways Master Plan as the first phase in the process of establishing a Greenways network;
- Township of Esquimalt for the Greenway connection from West Bay to Macaulay Point Park.

The Commission's Greenways Awards are helping to build a wider support for Greenways through the recognition of those in the community who provide leadership, partnerships and achievement to support land conservation. The second annual 1999 Greenways Awards for *Leadership* were given to:

- Kym Hill, for her work with the Bilston Creek Watershed Habitat Protection Society
- Josephine Doman for developing Greenways in North Saanich
- Tony Embleton for his many years of service to the Natural History Society and his generous provision of knowledge to Greenways working groups.

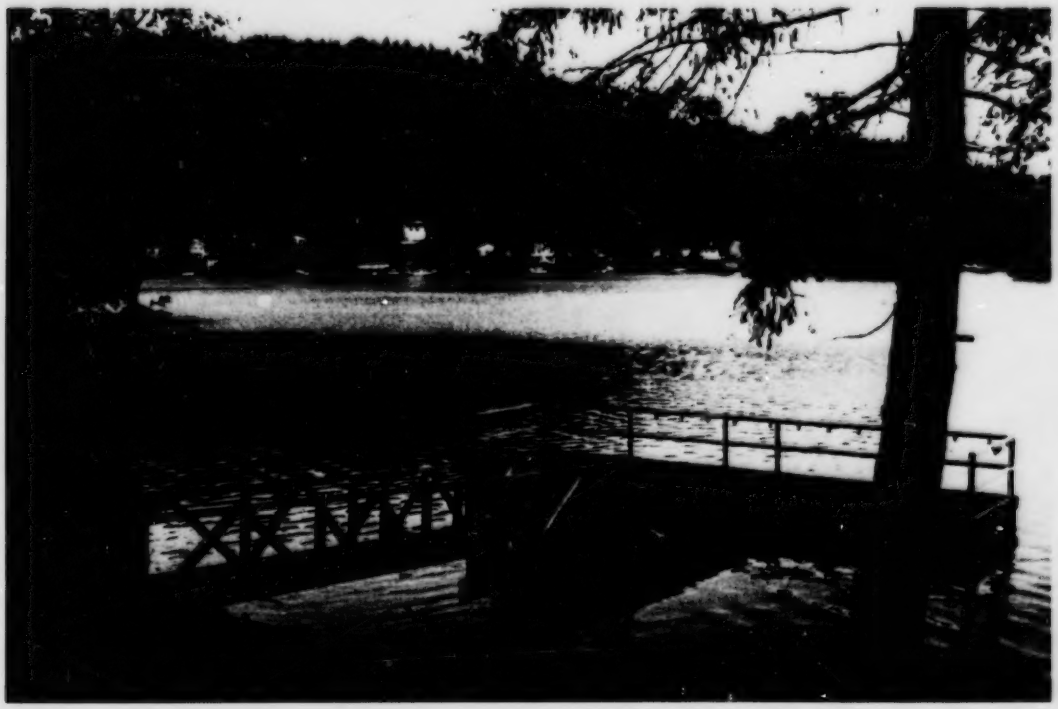
A 1999 Greenways *Partnership* Award was presented to:

- The Hagan Creek - Kennes Watershed Project for its role in forming partnerships for stewardship, stream restoration and water management in the Hagan Creek Watershed. ("Kennes" is the name the Tsartlip people gave to Hagan Creek) These partnerships included a wide variety of individuals, community groups, academic institutions, First Nations people, and government agencies coming together to address the condition of Hagan Creek.

In particular, the 1999 Greenways Awards focused on the achievements of individuals and organizations of important local distinction. The 1999 Greenways Awards for *Achievement* went to:

- The District of Highlands for Greenways planning and acquisition. Of particular note in the Highlands is the 3 km Greenway corridor that will extend from Mt. Work south to Thetis Lake Park;
- The District of Langford for their Trail Master Plan and Trail Acquisition Fund which has quickly led to a the development of a sophisticated Greenways system throughout Langford. Subsequently, the Greenways-based Langford Trail Plan and System received a national urban and regional planning Award of Excellence from the Canadian Institute of Planners;
- Ray LeNoury for developing and maintaining the parks and greenways in North Saanich through various efforts including the Adopt A Park Program and the Charitable Trust Task Group;
- The Western Canada Wilderness Committee for their efforts leading to the establishment of the Sooke Hills Wilderness Regional Park. This 5000 hectares of land is a key component to their next project: the Sea-to-Sea Green Blue Belt;
- The Victoria Natural History Society for its continuing efforts to understand, conserve, restore and inform this region's residents about the significance of our natural history. The 800-member organization has been in existence for over 50 years.

Two new categories for Greenways Awards were developed for next year's awards in order to address the importance to land conservation in the enhancement and preservation of the Capital. The first new category is for *Private Land Stewardship* in recognition of those individuals whose land provides an exceptional example of Land Stewardship Practice. The second new Greenways category is for *Natural Areas Conservation*. This award will be given to individuals and groups for exemplary efforts to conserve or rehabilitate natural areas.



THE FISHING FLOAT ON THE ED NIXON TRAIL IN LANGFORD

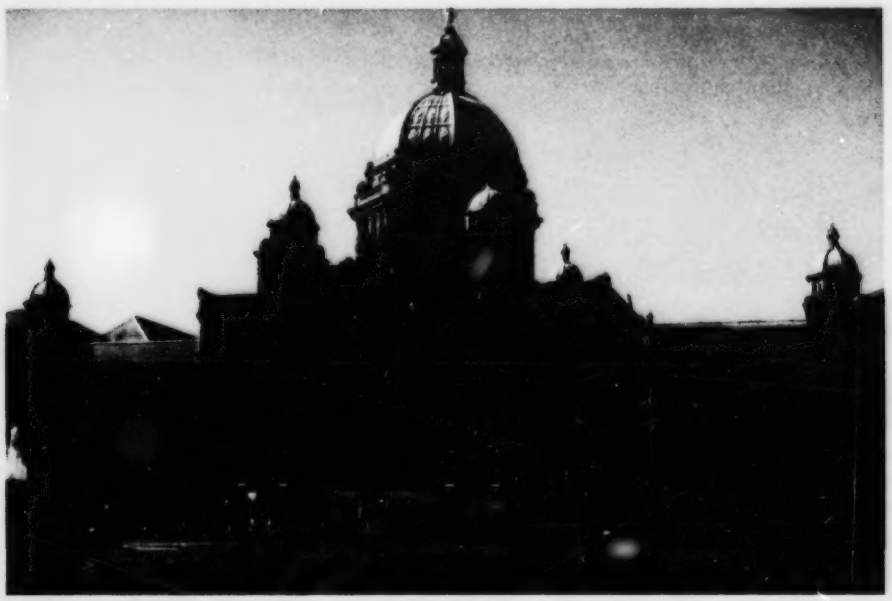
COMPREHENSIVE PLAN

The Provincial Capital Commission is a Provincial Crown Corporation that has the mandate to protect and enhance the amenities of the Capital of British Columbia. The core of the Capital, featuring the Legislature at the Inner Harbour, is home of the seat of government. The core is important symbolically and in terms of the livelihood of the region and central to the tourism industry.

In 1988, the Commission prepared a comprehensive plan to guide its efforts to carry out its mandate. The 1988 plan, however, has lost much of its capacity to provide further direction. Therefore, the Commission has undertaken the preparation of a new comprehensive plan that provides a vision for the Commission's major programs and activities.

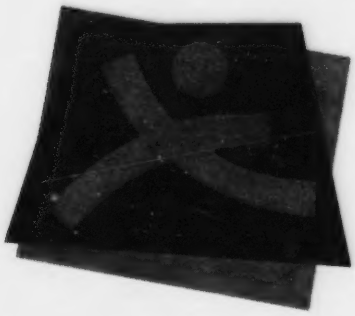
The Commission has evolved in many ways unforeseen in the 1988 plan. In particular, since 1988, the Commission has expanded its role as steward of significant heritage buildings and properties in the Capital. It has also broadened its relationship with the community at large through creation of advisory committees and partnerships regarding St. Ann's Academy and the Crystal Garden Conservation Centre and, in particular, the Greenways Program. Furthermore, the Commission has become involved in special events and programs to stimulate pride in the Provincial Capital and its place within the nation. All of these new activities point to a need to develop a new comprehensive plan.

This year, Commission staff has undertaken initial research to provide information for the new comprehensive plan. The 1988 plan has been evaluated and an initial vision statement has been reviewed as a starting point for discussions. Feedback from the vision statement will lead to the development of principles, goals and objectives, policies and actions of the Commission. The new comprehensive plan promises to be an interesting and formative tool to guide the Commission's activities into the new millennium.



THE BRITISH COLUMBIA LEGISLATIVE BUILDING

CANADIAN CAPITAL CITIES ORGANIZATION



Canadian Capital Cities Organization
L'Organisation des capitales canadiennes

The Canadian Capital Cities Organization provides a forum for senior Capital Cities representatives to share expertise and work together to promote the cultural, economic and symbolic significance of their Canadian Capital Cities.

The CCCO works, through the strength of its members, to promote the awareness of Canada's history, culture and political heritage by encouraging an exploration of Canadian Capital Cities. In addition, the Organization strives to encourage all Canadians to take pride in their culture and to develop a sense of belonging to Canada as a nation, through learning about Canada and its Capital Cities.

With these goals in mind, the Organization has embarked upon several joint national initiatives. Among these is the creation of a Canadian Capital Cities Interactive Booklet highlighting the special characteristics of each Canadian Capital City. A project geared to young Canadians, this initiative has won the support of Capital Cities across Canada and is being produced in close collaboration with representatives from each. The booklet has been promoted through 32,000 schools, libraries, youth groups, community groups and home-schooling organizations across Canada. A copy of the booklet is available at: info@ncc-ccn.ca or 1 800 465-1867, (613) 239-5000.

The Canadian Capital Cities Organization is an action-driven organization with a number of exciting joint initiatives on the horizon. The organization has endorsed a National Family Exchange Program that would, through a national contest, bring a family from each province and territory together during Canada Day celebrations. Each participating capital city will host a group of 13 winning families as a result of this new exchange program, new ties and friendships will be created between families across Canada. The organization will also refine the vision for new joint projects that will lead its members, and many Canadians that these programs will touch, into the Millennium.

The 1999 CCCO conference was held in Iqaluit, Canada's newest Capital. Delegates agreed that future conferences would be held in Winnipeg (2000) and Victoria (2001).

CITY/PROVINCIAL HARBOUR LANDS PLANNING PROJECT

Victoria's Inner Harbour sits at the core of the city, flanked on one side by the Legislative buildings and on another by the stately Empress Hotel, two of Victoria's many icons.

Victoria's Inner Harbour is an incomparable natural setting, defining and shaping the city that has grown up around it. The harbour is extremely important to the economy of the Victoria area and Vancouver Island. It is also the heart of the city, welcoming over one million travellers arriving by ferry, floatplane and helicopter services each year.

The harbour is small and it is extremely busy and active. The Tourist Info Centre, overlooking the Harbour, is operated by Tourism Victoria and responds to almost 900,000 information requests per year. On the opposite side of the Harbour are ferry terminals serving international traffic from Seattle, Port Angeles and Bellingham with close to one million travellers passing through the terminals each year. In addition steps have just been taken to certify the Victoria Harbour as a Water Airport with Transport Canada as the operator. This action is in response to a 30% increase in air traffic movements in the harbour between 1990 and 1998. Scheduled airlines, commercial air services, charter airlines and tourist oriented flights all originate in the Inner Harbour resulting in hundreds of takeoffs and landings weekly. When you mix this level of activity with over eighty whale watching trips per day, in peak season, plus the commercial and recreational marine traffic, the Inner Harbour is a beehive of activity without taking into consideration the adjacent land based activity which focuses on the Legislative Precinct and very heavy volumes of tourist activity.

The result is that for such a spectacular location the perimeter of the Inner Harbour is relatively undeveloped and, in the view of many people, underdeveloped. There are many parking lots ringing the Inner Harbour simply because no acceptable alternate use has been identified for the lands. Most of the vacant property ringing the Harbour is owned by one level of Government or the other. As a result there is constant consultation between the parties on the various properties and regular contact with and involvement of the public in any planning exercise – and there are many. At the present time, the following activity is taking place:

Belleville Multi-user Terminal – currently the international ferries use two terminal buildings plus several small portable and/or temporary buildings to service their clients. Everyone recognizes the inefficiencies caused by multiple buildings requiring Customs and Immigration services to be provided from decentralized facilities and the inability to provide capacity for peak loads. As a result, the City and the Commission signed an MOU some time ago to undertake a joint planning exercise with participation of Federal representatives and representatives of the evolving central harbour management authority. The end result is a proposal to construct a centralized ferry terminal, on PCC property, roughly between the two existing terminal buildings. The plan relies on subsidizing the construction by including adjacent revenue generating property of the Commission and obtaining zoning changes to allow revenue generating opportunities on other portions of the development. The rezoning application is to go before City Council early in 2000 and will likely take several months for the application to wind its way through the process. Assuming the rezoning proposal is acceptable to the City, the Commission will then refine the concept plans and put a call for a 3P development proposal with the hope that construction can commence in 2001.

On the other side of the Harbour there are three adjacent properties owned by the 3 levels of Government and the same MOU and planning committee is focused on that site as well with a conceptual proposal expected in the next short while.

All of this is somewhat complicated by the evolving nature of the Federal government's Harbours Divestiture Program which involves some degree of uncertainty as to the future ownership, use and

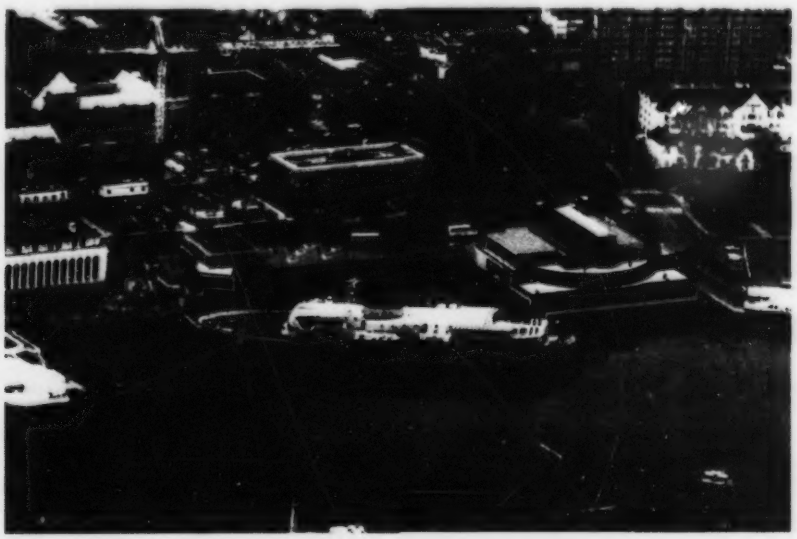
operation of some of the critical properties in the harbour.

In all of the concern over development on the Inner Harbour, the major goal of the Commission is to ensure that the aesthetic value of the Inner Harbour and the view and location of the Legislative Precinct is uppermost in the minds of anyone planning redevelopment in and around the Harbour. View lines from the land are important as are views from the water – they are, however, very different and both must be taken into account when any new development is proposed for Victoria's Inner Harbour.

The reason the PCC has such an interest in the Harbour relates, of course, to our mandate. We are an agency established by the province with the mission of protecting and enhancing Victoria's unique Provincial and National role, character and ecology through preservation and elaboration of natural and built amenities and environments in the Capital Improvement District (our area of jurisdiction) of the province.

The primary role of the PCC is that of "trusteeship" or "stewardship". To carry out this role adequately, the Commission considers it important to have continued involvement in decisions affecting sensitive aspects of public properties and to help in articulating a "vision" for the natural and built environments within the CID. Such aspects include issues of retention of views and green spaces, density, appropriateness of development and heritage concerns.

Further, the PCC feels that it has a responsibility to help ensure that the physical aspects of the capital city and its environs not only adequately reflect Victoria's stature as a provincial capital but also Victoria's unique heritage character and as a destination for visitors from British Columbia and beyond. While most of the action in these regards lies within the realm of municipal jurisdictions, the PCC has the opportunity to cooperate and be influential in such efforts. The Commission is the one agency that has, as its primary focus, the concerns of the maintenance and enhancement of the natural and built amenities of the Capital. As such, the Commission is not often sidetracked by other issues or priorities – it can focus on the Capital with all its effort and resources and, with its many partners, help ensure that BC's Capital and the Jewel in the Crown, Victoria's Beautiful Inner Harbour, will always be vibrant and attractive as befits the Capital of one of Canada's magnificent provinces.



THE PROPOSED BELLEVILLE MULTI-USER TERMINAL

MILLENNIUM PROJECT
RECLAMATION OF ST. ANN'S ANNEX AND ACADEMY CLOSE

On September 28, 1999, the Commission approved, as its Millennium Project, the removal of the former St. Ann's Academy Annex and the reclamation of the building site to create a green link between St. Ann's Academy grounds and Beacon Hill Park. The City of Victoria has also agreed to close the portion of Academy Close between the Annex site and St. Ann's Academy to allow for completion of the green link between the Academy and Beacon Hill Park. On December 16th the Commission and City of Victoria officials met with neighbouring residents to explain the project and to answer questions.

A joint City of Victoria/Commission Project Management Group is coordinating the preparation of an overall landscape plan for the site, and the other engineering and legal matters associated with the street closure. A Hazardous Materials Audit of the Annex has been completed.

ST. ANN'S ANNEX

LIST OF MEMBERS
1999-2000

Chair

Pamela Charlesworth

Vice-Chair

Martin Segger

Members

Laura Acton to July 1999

Mary Elizabeth Bayer from November 1999

Judy Brownoff

David Cubberley from December 1999

Rob Fleming from December 1999

Helen Hughes to November 1999

Connie McCann

Pam Madoff to November 1999

Trevor Matthews

Sheila Orr to November 1999

John Pallett to November 1999

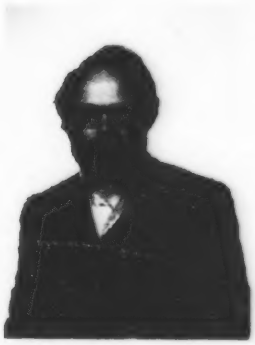
Ben Pires

Miko Ross

Cheryle Scott from December 1999

Cris Starkey

Art Vanden Berg from December 1999



MARTIN SEGGER

CONNIE McCANN

TREVOR MATTHEWS

JUDY BROWNOFF

DAVID CUBBERLEY

ROB FLEMING

CHERYLE SCOTT

ART VANDEN BERG

CRIS STARKEY

MIKO ROSS

BEN PIRES

MARY ELIZABETH BAYER

ENHANCEMENT PROJECTS (BEAUTIFICATION AND GREENWAYS) AND AUTHORIZED EXPENDITURES

NO.	PROJECT NAME	O.I.C.	AUTHORIZED EXPENDITURE
1.	Dallas Rd. Waterfront, Cook to Douglas	907/Apr.'57	61,345
2.	Mount Tolmie Development Stage 1 -3	907/Apr'57 598/59 2715/59	51,301
3.	Extension, Superior Street - Heywood Avenue	907/57 2569/Apr.'57	rescinded 39,034
4.	Willows Beach Esplanade (Oak Bay)	907/Apr.'57 3104/57	52,372
5.	Dallas Road, Dock to Lewis	2416/Oct.57	16,727
6.	Beach Drive, Satellite to Newport	2416/Oct.57 2614/57 3104/57 91/59 2715/59	84,643
7.	Beacon Hill Park Illuminations	2416/Oct.57 2830/58 641/64 242/66	38,410
8.	Gorge Park Development (Esquimalt)	2813/Dec.58 1699/60	25,523
9.	King George Terrace (Oak Bay)	91/Jan.59 598/59 1697/59 2715/59	113,587
10.	Beacon Hill Park Cliff Erosion	91/Jan.59	25,959
11.	Marine Drive, Belleville to Dock St.	91/Jan.59	5,025
12.	Memorial Crescent to Foul Bay Road	2715/Nov.59	41,043

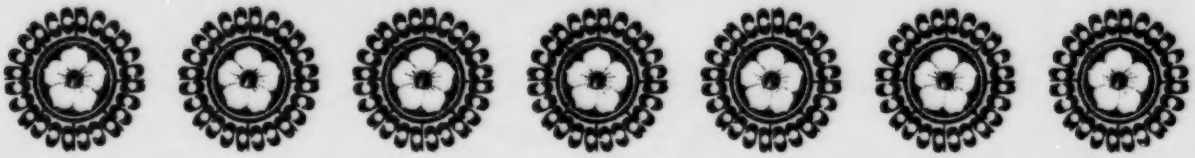
NO.	PROJECT NAME	O.I.C.	AUTHORIZED EXPENDITURE
13.	Marine Drive, Douglas to Erie St.	2715/Nov.59	22,510
14.	Marine Drive, Uplands to Sinclair Rd.	897/Apr.60	49,277
15.	Cadboro Gyro Park Sinclair Rd. Entrance	1699/Jul.60	2,555
16.	Scenic Drive, Uplands Park	1699/Jul.60 1/62	37,260
17.	Oswego Street, Belleville to Dallas	1699/Jul.60	16,931
18.	Inner Harbour Development Study	1808/Jul.61	750
19.	Marine Drive Signs	818/Mar.61	13,145
20.	Land Acquisitions, Parliament Buildings Precinct	2064/Aug.61 2697/62 78/63	134,500
21.	Douglas St. Beautification	1/Jan.62 2296/63 641/64	185,707
22.	Oswego/Belleville (Quadra Park) Landscaping	1/Jan.62 2697/62	7,604
23.	Greenfields - Goldstream Greenbelt	1/Jan.62 1992/69	107,538
24.	Victoria Centennial Square	2843/Nov.63	70,000
25.	Operating and Maintenance of Projects	312/Feb.64 937/66 288/69	12,000
26.	Beach Drive, Goodwin to Orchard	2650/Sep.64	1,320
27.	Confederation Garden Court	718/Mar.65	94,561
28.	Mayfair and Cedar Hill X Rd. Landscaping	719/Mar.65	10,954

NO.	PROJECT NAME	O.I.C.	AUTHORIZED EXPENDITURE
29.	Rose Street Rock Wall and Median Strip	3056/Nov.65	27,000
30.	Signal Hill Park (Esquimalt)		Cancelled
31.	Willows Beach Esplanade Extension	3056/Nov.6 1637/67	Cancelled
32.	Pioneer Square Decorative Lighting	3056/Nov.65	7,100
33.	Gorge Waterway Study	243/Feb.66	939
34.	Gorge Waterway Saanich - Phase 1	936/66	86,000
34.	Gorge Waterway Saanich Underground Wiring	3796/66	105,000
34.	Gorge Waterway Saanich - Phase 2	2929/67	64,000
34.	Gorge Waterway Saanich - Phases 3 & 4	1513/68 2742/68	64,000 84,000
35.	Gorge Waterway Esquimalt - Phase 1	1316/68 2742/68	2,000 100,000
36.	Gorge Waterway-Beautification		Cancelled
37.	Rose-Blanshard Street approaches to City Centre	3852/Dec.68	35,000
38.	Mount Tolmie Reservoir Landscaping	287/Jan.69	10,000
39.	Mount Tolmie/ Cedar Hill X Road Gordon Head to Haro Rd.	286/Jan.69	47,066
40.	Mount Tolmie-Summit Development, Phase 1 & 2	722/Mar.70 753/71	16,994
41.	Centennial 71 Project	4327/Dec.70	87,709

NO.	PROJECT NAME	O.I.C.	AUTHORIZED EXPENDITURE
35.	Gorge Waterway Esquimalt - Phase 2	1277/Apr.70	87,500
42.	Kinsmen Park (Esquimalt)	753/Mar.71 3710/72	11,375
34.	Gorge Waterway Saanich Phase 5	753/71 1204/71	217,600 30,000
43.	Victoria Inner Harbour Developments (Phase 1 & 2)	3837/Oct.71 2686/72	70,088
44.	The Causeway - Lower Promenade	4089/Nov.72	280,000
45.	Belleville Street-Lower Promenade	4089/72	32,000
46.	Survey, West Bay Promenade (Esquimalt & Victoria)	4089/72	6,000
44.	Causeway - Lower Promenade	1733/73	200,000
47.	Fleming Beach, (Esquimalt)	2519/73 3286/75	37,677
48.	Gorge Waterway, Saanich - Bath House Cove	3318/74 2519/73	99,573
49.	Victoria Inner Harbour-Seawall & Promenade - Ocean Cement Site	656/Feb.74	52,927
50.	West Bay - Esquimalt Phase 1	3286/75	200,000
50.	West Bay Development-Esquimalt, Phase 2	2159/76	98,500
51.	Mount Douglas Park Bank Stabilization	2216/Jul.76	35,000
52.	Reid Centre Site Improvements	2832/Sep.76	100,000
53.	Captain Cook Statue (Inner Harbour)	1057/Mar.77	4,805

NO.	PROJECT NAME	O.I.C.	AUTHORIZED EXPENDITURE
54.	Modifications to Docking Facilities (Princess Marguerite)	1056/Mar.77	175,980
55.	Esquimalt-West Bay Developments, Phase 3	257/Jul.77 658/78	106,580
56.	Gorge Park (Saanich) Ph. 3	257/77	61,496
57.	Victoria-West Bay Seafront Walkway	257/Jul.77	117,500
58.	Victoria Inner Harbour-Lower Promenade to Black Ball Dock (Causeway Extension)	3396/Nov.77	96,424
59.	Victoria Inner Harbour-relocate M.V. Coho	3395/Nov.7	110,000 Fed.Gov't)
60.	Landscaping Trees from B.C.B.C.	3837/Dec.77	26,980
61.	Crystal Garden Consultant Fees	3865/Dec.77 2726/79	251,288 (Prov.Gov't)
62.	Victoria Inner Harbour-Ship Point Wharf	579/Mar.78 791/79	390,000
63.	Victoria Inner Harbour-New Boat Basin - Wharf Street	782/Mar.78 791/79	544,156 (Fed.Gov't)
64.	Victoria Inner Harbour-Landscaping Furniture, Ship Point Site	983/Apr.78	42,446
65.	Victoria Inner Harbour-Ship Point	659/Mar.78	24,609
66.	Crystal Garden-Renovations	1064/Aug.78 2067/7 792/79 2726/79 541/80 1728/80	2,607,757 (Prov.Gov't)

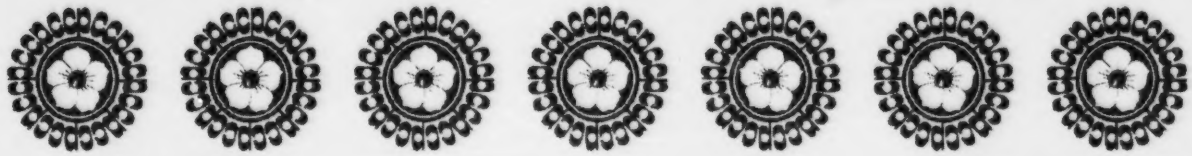
NO.	PROJECT NAME	O.I.C.	AUTHORIZED EXPENDITURE
66.	Crystal Garden Renovations (cont'd)	392/81 626/82	
67.	Victoria Inner Harbour-Additional Dolphins - New Coho Berth	1576/Jun.78	29,000
68.	Victoria Inner Harbour-Demolition Black Ball Ferries Building	1577/Jun.78 659/78	35,152
69.	Victoria Inner Harbour-Relocation Undersea Gardens	1548/Jun.78 2808/78	51,000
70.	Bowker Creek Beautification - Phase 1	1615/Jun.78	55,000
71.	Victoria Inner Harbour-reinstatement of sites, site services and consultants	2808/Nov.78	93,500
72.	West Bay - Victoria & Esquimalt	2807/Nov.78	25,000
73.	Reid Site-Specialist Consultants	2806/Nov.78 238/79 2943/79 170/80 1116/80	836,339 17,000
74.	Relocation of Visitors Information Centre - former Esso Station	167/Jan.79	28,542
75.	West Bay Development-Esquimalt (Project 50)	3240/78	75,000
76.	Ship Point Wharf - City of Victoria	1670/Jun.79	12,600
77.	Demolition of Visitors Information Centre	1671/Jun.79	5,836
78.	Landscaping - Visitors Information Centre	1671/Jun'79	12,000



NO.	PROJECT NAME	O.I.C.	AUTHORIZED EXPENDITURE
79.	Colquitz Creek Improvement	1672/Jun.79 735/80 829/81 696/82 376/83	722,602
70.	Bowker Creek - Phase 2a, 2b & 3	551/80 2375/80 2002/81	310,000
80.	Chinatown Development	585/Mar.81	294,600
81.	Arm Street Park Project (Esquimalt)	1364/Jun.81	120,000
82.	Brentwood Bay Improvements (Phase 1)	1517/Jul.81 1619/82	95,200
83.	Victoria Inner Harbour- Urban Design Proposals- South Shore Promenade	720/Mar.81	20,858
84.	Victoria Inner Harbour- Deck and Forecourt - Black Ball & Former C.P.R. Terminals (Phase 1 & 2)	190/Jan.82 2183/82	233,956 265,712
85.	Reay Creek/Lochside Drive Design Services	377/Mar.83	2,845
86.	Fleming Beach Walkway (Esquimalt)	1161/Sep.83	70,000
87.	Victoria Inner Harbour- Landscaping Contract	1381/Aug.83	20,191
88.	St. Ann's Academy	1869/Nov.83	47,928
89.	Victoria Inner Harbour- Wharf St. Rock Wall	092/Jan.84	63,500
90.	Pioneer Park-Brentwood Bay - Phase 2	702/Apr.84	15,500
91.	Reay Creek Park, Phase 1	1229/Jul'84	30,000

NO.	PROJECT NAME	O.I.C.	AUTHORIZED EXPENDITURE
92.	West Bay Walkway, Barnard to Maitland, Phase 1	2054/Nov.85	190,000
93.	Reay Creek Park - Design Services	1131/Jun.86	1,675
94.	812 Wharf Street - P.C.C. Share of Development	1508/Aug.86	578,000
95.	Belleville St. Forecourt Phase 3	1561/Aug.86	250,000
96.	Cuthbert Holmes Park Phase 1	1857/Oct.86	194,000
97.	Douglas Street Landscaping Phase 1	1858/Oct.86	20,000
98.	Pioneer Park-Brentwood Bay Phase 2b	1859/Oct.86	32,100
99.	West Bay Walkway - Maitland to Robert	1394/Jul.87	162,030
100.	Douglas Street Landscaping Phase 3	1395/Jul.87	99,800
101.	Belleville St. Forecourt Phase 4	1129/Jun.88	deferred
102.	Cuthbert Holmes Park Phase 2A	1545/Aug.88	70,000
103.	Goldstream Ave./ Millstream Rd. Intersection	1545/Aug.88	45,000
104.	Gorge Falls Viewpoint	1545/Aug.88	20,000
105.	West Bay Walkway-Russell to Mary St.	1545/Aug.88	190,000
106.	View Royal Park	1545/Aug.88	50,000
107.	Belleville Street, Phase 1	1061/89	140,000
108.	Government/Wharf Streets Corner	1061/89	110,000

NO.	PROJECT NAME	O.I.C.	AUTHORIZED EXPENDITURE
109.	Cuthbert Holmes Park, 2B/3	1061/89	75,000
110.	Lochside Drive (Sidney)	1061/89	67,000
111.	Lochside Drive, Phase 2	1199/90	60,000
112.	View Royal Park, Phase 2	1199/90	5,000
113.	Belleville Street, Phase 2	1199/90	100,000
114.	Goldstream/Jacklin Rd. Intersection	1199/90	65,000
115.	West Bay Walkway, West End Design	1199/90	20,000
116.	Trafalgar Park Viewpoint	1199/90	54,500
117.	Gorge Park, Handicapped Access	1199/90	10,000
118.	Bastion Square Revitalization	1027/91	155,000
119.	View Royal Park, Phase 3	1027/91	50,000
120.	Lochside Drive, Phase 3	1027/91	70,000
121.	Bowker Creek, Phase 3	1027/91	93,000
122.	Mt. Tolmie Improvements	1027/91	18,000
123.	McNaughton Street Gorge Access	1027/91	10,000
124.	Forshaw Road Gorge Access	1027/91	10,000
101.	Belleville St. Forecourt Phase 4	1073/91	1,500,000
125.	Bastion Square Revitalization Phase 2	1164/92	155,000
126.	Lower Causeway Landscaping	1164/92	11,500
127.	Colwood Creek Park	1164/92	30,000
128.	Esquimalt Lagoon/Royal Roads Foreshore Study	1164/92	20,000



NO.	PROJECT NAME	O.I.C.	AUTHORIZED EXPENDITURE
129.	Cedar Hill Park	1164/92	100,000
130.	Confederation Square Perpetual Flame	1164/92	8,000 (deferred)
131.	Elk Lake Drive/Patricia Bay Highway Landscaping	955/93	45,000
132.	Sidney Park Enhancement	955/93	20,000
133.	Patricia Bay Highway Landscaping	955/93	100,000
134.	Victoria/Saanich Spur of Pedestrian/Cycle Trail	1022/93	126,000
135.	Galloping Goose Trail Victoria/Saanich Spur-Phase 2	1177/94	44,500
136.	Northgate, Langford	1177/94	10,000
137.	Patricia Bay Park	1177/94	40,000
138.	Parson's Bridge Park-Phase 1	1177/94	30,000
139.	Selkirk Water Trestle Trail	1177/94	60,000
140.	Selkirk-Avenue Waterfront Walkway	1177/94	40,000
141.	Turning Rails into Trails	1406/94	2,000
142.	Greenspaces Planning Project	1406/94	36,625
143.	Galloping Goose/Victoria Saanich Spur Phase 2B	1406/94	100,000
144.	Cedar Hill Park/Bowker Creek	1135/95	50,000
145.	Ogden Point Planters	1135/95	14,640
146.	Fleming Beach Walkway/Bikeway	1135/95	50,000
147.	Maritime Museum of B.C.	1135/95	67,860
148.	Westsong Way Study	1135/95	12,000
149.	Highlands Heritage Park	1135/95	10,000

NO.	PROJECT NAME	O.I.C.	AUTHORIZED EXPENDITURE
150.	Oak Bay Avenue Planting	1135/95	20,000
151.	Highlands Greenway Network	570/96	27,500
152.	Colquitz River Greenway	571/96	75,000
153.	Strawberry Vale Wetlands	571/96	2,500
154.	Selkirk Trestle Repairs	609/96	20,000
155.	Western Extension of Galloping Goose Trail	610/96	50,000
156.	Portside Walkway Viewpoint	1339/96	56,870
157.	Galloping Goose Trail Connections	1339/96	97,500
158.	Bazan Bay Improvements	1339/96	58,500
159.	Gorge Waterway Shoreline Improvements	1339/96	50,000
160.	Lochside Trail (Saanich)	479/96	15,000
161.	Lochside Trail (Central Saanich)	479/96	21,525
162.	Habitat Inventory	1077/97	9,000
163.	Durrell Creek Integrated Watershed Study	1077/97	7,500
164.	Lochside Trail and Greenway	1077/97	30,000
165.	Colquitz River Greenway	1077/97	50,000
166.	Inventory of Green Spaces and Natural Habitats	1077/97	7,500
167.	Dockside Greenways Link	1077/97	25,862
168.	Trail Location, Land and Stream Stewardship	1077/97	25,000
169.	Galloping Goose Trail Surfacing	1077/97	80,000
170.	University of Victoria Greenway/ Restoration	1077/97	8,500
171.	Greenway Link Mt. Newton Crossroad	1247/97	70,000

NO.	PROJECT NAME	O.I.C.	AUTHORIZED EXPENDITURE
172.	Glencoe Cove Greenway	1247/97	25,000
173.	Spirit Garden Greenway	1247/97	4,774
174.	Odgen Point Greenway	1247/97	80,000
175.	Langford/Goldie Trail	1247/97	60,000
176.	Pat Bay Highway Greenway	1247/97	6,000
177.	Mercer Trail – Mt. Douglas Park	1247/97	15,000
178.	Strandlund/Mill Hill Connector	1201/98	40,000
179.	Colquitz River Greenway	1201/98	50,000
180.	Royal Oak/Rithets Reservoir Trail	1201/98	18,000
181.	Banfield Park Path	1201/98	25,000
182.	Metchosin Duke Road Footpath	1201/98	25,000
183.	Colwood Greenways Plan	1201/98	5,000
184.	Lochside Trail Extension	904/98	75,000
185.	View Royal Greenways Master Plan	700/99	11,500
186.	Glen Lake Elementary School to Glen Lake Park Trail Link	700/99	25,000
187.	Hatley Beach Link Trail	700/99	14,000
188.	West Bay to Macauley Point Park Greenway Connector	700/99	3,750
189.	Greenways Values in Hagan Creek Watershed	700/99	7,500
190.	Tod Creek/Prospect Lake Stewardship Program	700/99	14,960
191.	Stabilization and Restoration of Ornamental Gardens, North Saanich	700/99	50,000
192.	Chinese Cemetery Greenways Link	700/99	2,500
193.	Beautification Highway Entrances, Saanich	699/99	15,000

NO.	PROJECT NAME	O.I.C.	AUTHORIZED EXPENDITURE
194.	Odgen Point Waterfront Enhancement completion	699/99	15,000
195.	Chinese Cemetery Beautification	699/99	5,000
196.	Esquimalt town Square	699/99	20,000
197.	Sidney Gateway – Floral Display Berm	699/99	30,000
198.	Enhancement of the Switch Bridge Gateway	699/99	20,000
199.	Downtown Langford Beautification	699/99	61,000
200.	Esquimalt Shipyard Memorial Park	699/99	5,625
201.	Pat Bay Highway Greenway Phase II	699/99	6,000
202.	Gordon Head Greenway	699/99	5,000
203.	Blenkinsop Lake Bridge	654/99	160,000

Province of British Columbia

Provincial Capital Commission

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PROVINCIAL CAPITAL COMMISSION

FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2000

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The financial statements of the Provincial Capital Commission have been prepared by management in accordance with generally accepted accounting principles. Any financial information contained elsewhere in this report, has been reviewed to ensure consistency with the financial statements.

Management is responsible for the integrity of the financial statements and has established systems of internal control to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and financial records are properly maintained to facilitate the preparation of financial statements in a timely manner.

The Auditor General of British Columbia has performed an independent audit of the financial statements of the Provincial Capital Commission. The Auditor's Report outlines the scope of this independent audit and expresses an opinion on the financial statements of the Provincial Capital Commission.

Pamela Charlesworth
Chair

Larry Beres
Executive Director

Victoria, British Columbia
May 10, 2000

Report of the Auditor General of British Columbia

To the Members of the Board of Directors of the Provincial Capital Commission, and

To the Minister of Attorney General, Province of British Columbia:

I have audited the statement of financial position of the *Provincial Capital Commission* as at March 31, 2000 and the statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Commission's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the *Provincial Capital Commission* as at March 31, 2000 and the results of its operations, changes in net assets and cash flows for the year then ended, in accordance with generally accepted accounting principles.

Wayne Strelioff

Wayne Strelioff, CA
Auditor General

Victoria, British Columbia
May 10, 2000

FINANCIAL STATEMENT

Provincial Capital Commission
Statement of Financial Position

March 31	2000	1999
Assets		
Current		
Cash	$ 160,001	$ –
Short term investments (Note 3)	4,035,286	4,403,205
Receivables	82,434	97,624
Due from Province of British Columbia (Notes 5 and 8)	69,900	–
Inventories	6,411	5,372
Assets held for resale	–	300,000
Prepaids	33,115	30,113
	4,387,147	4,836,314
Capital assets (Note 4)	11,451,875	11,428,113
	$ 15,839,022	$ 16,264,427
Liabilities		
Current		
Bank indebtedness	$ –	$ 17,440
Payables and accruals	151,687	194,079
Grants payable (Note 5)	–	55,547
Due to Province of British Columbia (Note 5)	123,514	289,906
Deferred revenue	48,140	52,703
	323,341	609,675
Deferred contributions (Note 6)	1,877,382	1,969,973
	2,200,723	2,579,648
Net assets		
Invested in capital assets	9,574,493	9,458,140
Restricted for Beautification (Schedule 2)	491,351	273,933
Restricted for Greenway (Schedule 3)	793,585	1,140,169
Unrestricted	2,778,870	2,812,537
	13,638,299	13,684,779
	$ 15,839,022	$ 16,264,427

See accompanying notes to the financial statements.

Statement of Operations

Year Ended March 31	2000	1999
Revenue		
General operations (Schedule 1)	**$ 1,766,614**	$ 1,683,535
Crystal Garden (Schedule 1)	**1,343,799**	1,349,985
	3,110,413	3,033,520
Expenditures		
General operations (Schedule 1)	**1,367,190**	1,120,613
Crystal Garden (Schedule 1)	**1,410,537**	1,261,844
Beautification grants (Schedule 2)	**32,582**	-
Greenways grants (Schedule 3)	**346,584**	251,148
	3,156,893	2,633,605
(Deficiency) excess of revenue over expenditures	**$ (46,480)**	$ 399,915

See accompanying notes to the financial statements.

Provincial Capital Commission
Statement of Changes in Net Assets

Year Ended March 31

	Invested in Capital Assets	Restricted for Beautification (Note 7)	Restricted for Greenways (Note 7)	Unrestricted	2000 Balance	1999 Balance
Balance, beginning of year	$ 9,458,140	$ 273,933	$ 1,140,169	$ 2,812,537	**$13,684,779**	$13,284,864
(Deficiency) excess of revenue over expenditures	(103,038)	(32,582)	(346,584)	435,724	**(46,480)**	399,915
Investment in capital assets	219,391	–	–	(219,391)	–	–
Internally imposed restrictions (Note 5)	–	250,000	–	(250,000)	–	–
Balance, end of year	$ 9,574,493	$ 491,351	$ 793,585	$ 2,778,870	**$13,638,299**	$13,684,779

See accompanying notes to the financial statements.

Provincial Capital Commission
Statement of Cash Flows

Year Ended March 31	2000	1999
Cash flow from operating activities		
Cash received from commercial activities	**$ 2,711,011**	$ 2,677,430
Cash received from general donations	**10,485**	9,036
Investment income received for operating purposes	**236,502**	231,343
Miscellaneous receipts	**69,396**	45,769
Cash paid for salaries and benefits	**(1,295,316)**	(1,253,267)
Cash paid for materials and services	**(1,569,507)**	(739,912)
Cash paid for grants	**(434,713)**	(278,101)
Net cash generated through operating activities	**(272,142)**	692,298
Cash flows from investing activities		
Sale of short-term investments	**367,919**	185,364
Disposal (purchase) of assets for resale	**300,000**	(300,000)
Purchase of capital assets	**(219,391)**	(415,483)
Proceeds on disposal of capital assets	**1,055**	6,000
Net cash used in investing activities	**449,583**	(524,119)
Net increase in cash and cash equivalents	**177,441**	168,179
Cash and cash equivalents, beginning of year	**(17,440)**	(185,619)
Cash and cash equivalents, end of year	**$ 160,001**	$ (17,440)

See accompanying notes to the financial statements.

Provincial Capital Commission
Notes to the Financial Statements
March 31, 2000

1. The Commission

The Provincial Capital Commission operates under authority of the *Capital Commission Act.*

The purpose of the Commission is to enhance the amenities and environment in the Greater Victoria Area and to respond to requests from the government to undertake special projects.

The Commission is exempt from federal and provincial income taxes.

2. Summary of significant accounting policies

Basis of accounting

These financial statements have been prepared in accordance with generally accepted accounting principles for not-for-profit organizations.

Summary of specific accounting policies

Investments

Investments consist of units in Province of British Columbia Pooled Investment Portfolios. Units are carried at the lower of cost adjusted by income attributed to the units, and market value. Income attributed to the units represents the unitholder's share of interest earned by the Portfolio and may be realized upon sale of units.

Inventories

Inventories are valued at current replacement cost, which approximates cost.

Capital assets

Purchased capital assets are recorded at cost.
Contributed capital assets are recorded at fair value at the date of contribution.
The contributions of park lands and green spaces are valued at $1.

The contribution of the St. Ann's Academy, a provincially designated heritage site, is valued at $1. Capital improvements to St. Ann's Academy paid for by the Commission are recorded at cost.

Amortization is provided on a straight-line basis over the assets' estimated useful lives, which for buildings is 40 years and for furniture and equipment is 5 years.

Revenue recognition

The Commission follows the deferral method of accounting for contributions. Revenue related to expenditures of future periods is deferred and recognized in the period in which the related expenditures are incurred

Provincial Capital Commission
Notes to the Financial Statements
March 31, 2000

2. Summary of significant accounting policies (continued)

Grant expenditures

Grant expenditures are recorded when they are approved and all eligibility criteria have been met.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, balances with banks and short term deposits with original maturities of three months or less. Bank borrowings are considered to be financing activities.

3. Short term investments

	2000	1999
Cost	$ 4,035,286	$ 4,403,205
Unrealized gain	34,293	18,770
Market value	$ 4,069,579	$ 4,421,975

4. Capital assets

	Cost	Accumulated Amortization	2000 Net Book Value	1999 Net Book Value
Land	$ 7,409,220	$ –	$ 7,409,220	$ 7,409,220
Buildings	5,658,799	2,263,112	3,395,687	3,431,544
Furniture and equipment	265,102	149,518	115,584	88,573
St. Ann's Academy	558,684	27,301	531,383	498,775
Park lands and green spaces	1	–	1	1
	$ 13,891,806	$ 2,439,931	$ 11,451,875	$ 11,428,113

The 48 parcels of land that make up park lands and green spaces have an assessed value of $15,711,400 (1999: $15,684,600).

St. Ann's Academy, excluding the Chapel and Interpretative Centre, has been leased to the British Columbia Buildings Corporation for 51 years for $10 in exchange for the Corporation performing renovations to the building and property. At the completion of the lease period, all improvements become the property of the Commission. St. Ann's Academy has an assessed value of $20,146,100 (land, $10,123,000; building, $10,023,100) (1999: $15,264,100).

Provincial Capital Commission
Notes to the Financial Statements
March 31, 2000

5. Related party transactions and balances

In addition to the amounts due from and to the Province of British Columbia, a related party, the Commission had the following transactions and balances outstanding with the Province of British Columbia and related entities:

- The Ministry of Finance and Corporate Relations acts as fiscal agent for the Commission and also provides payroll processing currently at no charge.
- Rent revenue of $112,299 (1999: $85,340) was received from British Columbia Buildings Corporation.
- Rent revenue of $26,959 (1999: $17,310) was received from Ministry of Education.
- Operating costs of $45,594 (1999: $27,958) and capital improvement costs of $3,740 (1999: $148,939) relating to St. Ann's Academy were paid to British Columbia Buildings Corporation.
- Insurance costs of $37,720 (1999: $48,281) were paid to the Ministry of Finance Risk Management.
- Professional fees of $7,130 (1999: $0) relating to the Belleville passenger terminal redevelopment were paid to British Columbia Buildings Corporation.
- Printing costs of $12,640 (1999: $38,324) were paid to the Queen's Printer.
- Grants payable includes $0 (1999: $55,547) due to Ministry of Transportation and Highways. The related $7,477 (1999: $55,547) expenditure is included in Greenways grant expenditures for the Lochside Trail Extension Project.

6. Deferred contributions

Deferred contributions relate to contributed capital assets received from the Province of British Columbia. The change in the deferred contribution balance for the year is as follows:

	2000	1999
Opening balance	$ 1,969,973	$ 2,062,564
Less: amounts amortized to revenue	92,591	92,591
	$ 1,877,382	$ 1,969,973

Provincial Capital Commission
Notes to the Financial Statements
March 31, 2000

7. Restrictions on net assets

Net assets restricted for Beautification and Greenways are comprised of unexpended balances of amounts approved by Orders in Council for projects which are not yet completed or amounts restricted by the Board of Directors which have not yet been allocated to projects. Such projects are undertaken in cooperation with Capital Improvement Districts, municipalities and other groups.

During the year, the Commission's Board of Directors internally restricted $250,000 to be used for Beautification purposes. Approval from the provincial government by way of Order in Council is required before these internally restricted amounts can be expended as grants.

8. Pension plan

The Commission and its employees contribute to the Public Service Pension Plan administered by the Superannuation Commission, a Division of the Ministry of Finance and Corporate Relations. The Plan is a defined benefit pension plan. The Province of British Columbia has statutory responsibilities for any unfunded liability. The contributions by the Provincial Capital Commission are expensed in the year when payments are made.

The most recent actuarial valuation (March 31, 1999) has determined the Plan is in a surplus position. As a result of this valuation the Superannuation Commission has refunded a portion of the Commission's employer contributions of $69,900, which were credited to salaries and wages during the year.

9. Comparative figures

Certain 1999 comparative figures have been reclassified to conform to the presentation adopted in the current year.

Provincial Capital Commission

Schedule 1

Schedule of General Operations and Crystal Garden

Year Ended March 31

	General Operations		Crystal Garden		Total	
	2000	1999	**2000**	1999	**2000**	1999
Revenue						
Admissions	**$ -**	$ -	**$ 893,090**	$ 924,969	**$ 893,090**	$ 924,969
Ballroom and bar	**-**	-	**125,128**	111,501	**125,128**	111,501
Contributions (Note 6)	**29,781**	29,781	**62,810**	62,810	**92,591**	92,591
Donations - St. Ann's	**10,485**	9,036	**-**	-	**10,485**	9,036
Gain on sale of assets	**-**	-	**1,055**	6,000	**1,055**	6,000
Investment income	**236,502**	231,343	**-**	-	**236,502**	231,343
Miscellaneous	**20,843**	13,718	**48,553**	32,051	**69,396**	45,769
Parking lots	**472,721**	484,384	**-**	-	**472,721**	484,384
St. Ann's	**84,318**	45,567	**-**	-	**84,318**	45,567
Tenant (Note 5)	**911,964**	869,706	**213,163**	212,654	**1,125,127**	1,082,360
	1,766,614	1,683,535	**1,343,799**	1,349,985	**3,110,413**	3,033,520
Expenditures						
Advertising and promotion	**22,817**	21,151	**86,757**	95,890	**109,574**	117,041
Advisory committee	**15,483**	6,485	**-**	-	**15,483**	6,485
Amortization	**101,236**	92,852	**94,393**	85,320	**195,629**	178,172
Aviary	**-**	-	**46,142**	36,388	**46,142**	36,388
Bad debts (recovered)	**-**	-	**-**	(99,999)	**-**	(99,999)
Ballroom and bar	**-**	-	**42,833**	38,272	**42,833**	38,272
Butterflies	**-**	-	**29,091**	27,689	**29,091**	27,689
Freight	**-**	-	**6,993**	6,995	**6,993**	6,995
Horticultural	**-**	-	**51,251**	42,152	**51,251**	42,152
Insurance	**25,304**	27,235	**13,720**	22,129	**39,024**	49,364
Janitorial	**51,522**	36,199	**65,740**	64,548	**117,262**	100,747
Landscaping	**126,277**	24,359	**-**	-	**126,277**	24,359
Miscellaneous	**20,432**	45,409	**36,640**	26,702	**57,072**	68,400
Office	**39,826**	38,994	**12,866**	7,403	**52,692**	46,397
Operating costs - St. Ann's	**123,824**	106,467	**-**	-	**123,824**	106,467
Parking collection fees	**41,210**	42,213	**-**	-	**41,210**	42,213
Professional services	**84,869**	48,585	**375**	-	**85,244**	48,585
Property tax	**-**	12,179	**11,356**	-	**11,356**	12,179
Rent	**3,338**	8,963	**-**	-	**3,338**	8,963
Repairs and maintenance	**107,111**	108,073	**142,005**	100,808	**249,116**	212,592
Salaries and benefits	**544,054**	458,024	**667,504**	707,862	**1,211,558**	1,165,886
Security	**7,159**	6,324	**10,081**	8,387	**17,240**	14,711
Telephone	**8,520**	3,194	**10,208**	8,156	**18,728**	11,350
Travel	**5,002**	6,690	**4,343**	8,697	**9,345**	15,387
Utilities	**39,206**	27,217	**78,239**	74,445	**117,445**	101,662
	1,367,190	1,120,613	**1,410,537**	1,261,844	**2,777,727**	2,382,457
	$ 399,424	$ 562,922	**$ (66,738)**	$ 88,141	**$ 332,686**	$ 651,063

Provincial Capital Commission

Schedule 2

Schedule of Net Assets Restricted for Beautification

Year Ended March 31, 2000

Beautification Projects	Balance at Beginning of Year	Current Year Restrictions	Current Year Grant Expenditures	Balance at end of Year
Internally restricted	$ 200,000	$ 250,000	$	$
Allocated to projects below		(199,625)		250,375
Externally restricted				
Chinese Cemetery Project	-	5,000	-	5,000
Confederation Square	8,000	-	-	8,000
Downtown Langford	-	61,000	-	61,000
Esquimalt Shipyard Memorial Park	-	5,625	-	5,625
Esquimalt Town Square	-	20,000	-	20,000
Gordon Head Greenway	-	5,000	5,000	-
Highlands Heritage Park	10,000	-	10,000	-
Highway Entrances	-	15,000	-	15,000
Oak Bay Avenue Planting	3,933	-	-	3,933
Ogden Point Waterfront	-	32,000	17,582	14,418
Pat Bay Highway Greenway Phase II	-	6,000	-	6,000
Selkirk Arbutus Walkway	40,000	-	-	40,000
Sidney Gateway/Floral Display	-	30,000	-	30,000
Switch Bridge Gateway	-	20,000	-	20,000
Westsong Way Study	12,000	-	-	12,000
	$ 273,933	$ 250,000	$ 32,582	$ 491,351

Provincial Capital Commission

Schedule 3

Schedule of Net Assets Restricted for Greenways

Year Ended March 31, 2000

Greenways Projects	Balance at beginning of Year	Current Year Restrictions	Current Year Grant Expenditures	Balance at end of Year
Internally restricted	$ 644,844			
Allocated to projects below	-	(289,210)		355,634
Externally restricted				
Bazan Bay Park Improvement	58,500	-	58,500	-
Blenkinsop Lake Bridge	-	160,000	-	160,000
Chinese Cemetery Greenway Link	-	2,500	-	2,500
City of Colwood Greenways Plan	5,000	-	5,000	-
Colquitz River Greenway	50,000	-	50,000	-
Dockside Greenways Link	25,862	-	24,298	1,564
Duke Road Path	25,000	-	-	25,000
Galloping Goose Phase II	3,528	-	-	3,528
Glen Lake School/Park Trail	-	25,000	-	25,000
Green Spaces and Natural Habitat	7,500	-	7,500	-
Greenway Link Mt. Newton X-Road	70,000	-	-	70,000
Greenways Master Plan	-	11,500	-	11,500
Habitat Inventory	1,000	-	1,000	-
Hagen Creek Watershed	-	7,500	-	7,500
Hately-Beach Link Trail	-	14,000	-	14,000
Langford/Goldie Trail	60,000	-	60,000	-
Lochside Trail (Central Saanich)	21,525	-	16,497	5,028
Lochside Trail Extension (Note 5)	19,453	-	7,477	11,976
Pat Bay Highway Greenway	6,000	-	-	6,000
Portside Walkway View Point	56,870	-	56,870	-
Royal Oak/Rithets Reservoir Trail	18,000	-	18,000	-
Spirit Garden Greenway	2,087	-	1,442	645
Stabilization/Restoration of Ornamental Gardens	-	50,000	-	50,000
Strandland/Mill Hill Connection	40,000	-	40,000	-
Tod Creek/Prospect Lake Stewardship Program	-	14,960	-	14,960
Trail Land Stream Stewardship	25,000	-	-	25,000
West Bay/Macauley Point Greenway Connector	-	3,750	-	3,750
	$1,140,169	$ -	$ 346,584	$ 793,585

STRATEGIC PLAN
CHARTING THE COURSE 2000 – 2004
BRITISH COLUMBIA PROVINCIAL CAPITAL COMMISSION

EXECUTIVE SUMMARY

In mid 1996 the Provincial Capital Commission celebrated 40 years of service to the citizens of British Columbia. During the 40 years of operation only one formal planning project was undertaken, that being in 1988, resulting in Commission's "Comprehensive Plan" which was designed to focus Commission efforts for the ensuing 5-10 years. It seemed appropriate therefore that, in conjunction with its 40th anniversary, Commission launch a major planning effort to guide its activities until the end of the century and beyond.

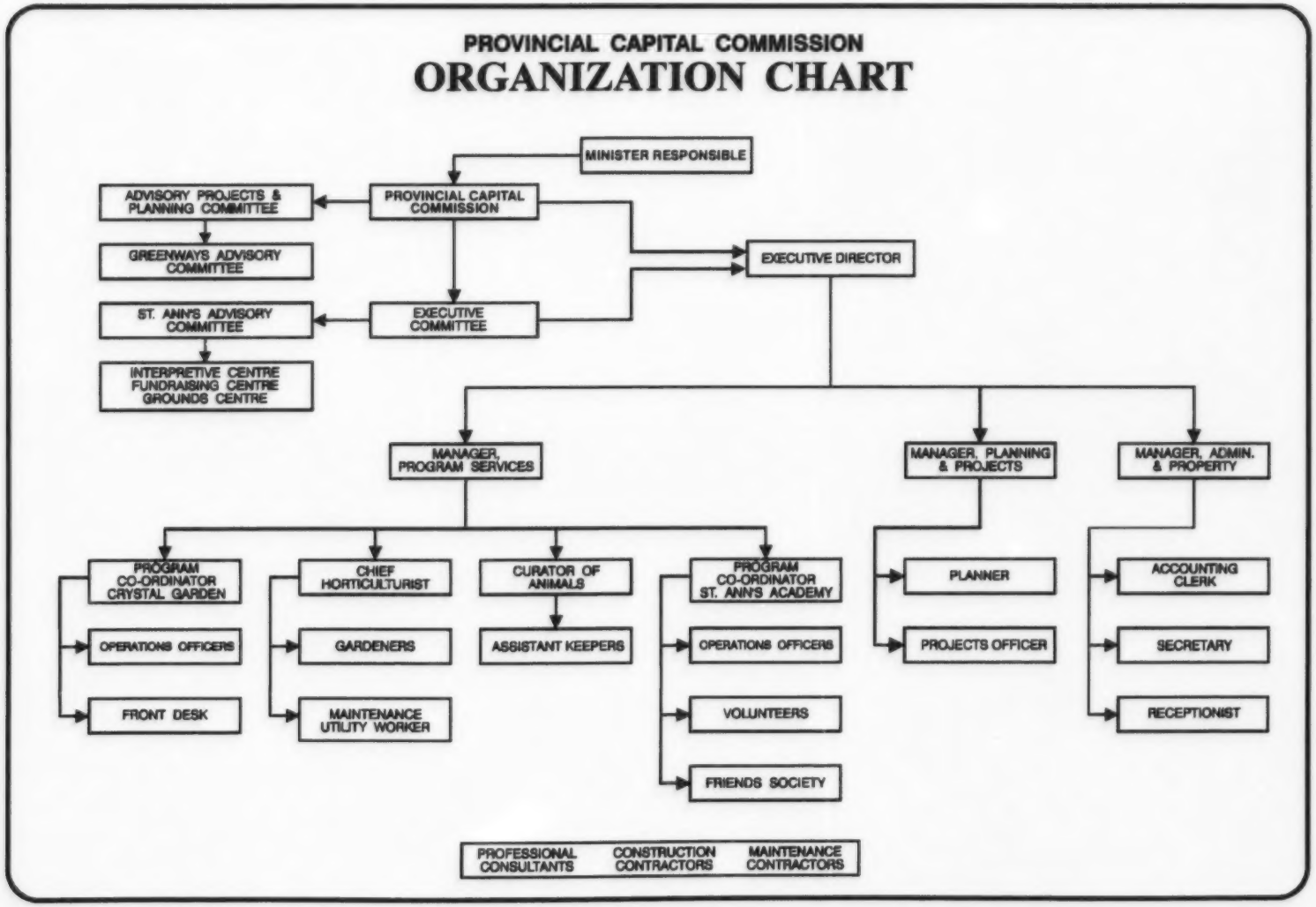
The newly updated strategic plan, **"Charting The Course * 2000-2004"** identifies 10 strategic issues as outlined below:

1. Property Management
2. Long Term Financial Viability
3. Greenways Initiatives
   - Land Stewardship
4. Belleville Terminal Enhancement
5. Public Profile Enhancement
6. St. Ann's Academy Building Restoration/ Renovation
   - Restoration/renovation/operation of St. Ann's Academy Grounds
   - Restoration/renovation/operation of St. Ann's Academy Chapel and Interpretive Centre
7. Harbour Properties and Comprehensive Management Agency Structure & Operations
8. Crystal Garden Attraction Operation
9. Programming Role
10. The "P" in Provincial Capital Commission

Although the Commission's strategic plan originally has a 5-year time line, it is intended to be a dynamic planning guide for decision-making and is not meant to be a static document. The plan is monitored and revalidated annually. Each strategic issue has strategic objectives and performance measures that will be assessed each year as part of the revalidation process. The plan is to eventually post the document on the Internet as part of the Commission's updated Internet site in an attempt to enhance broad participation in the annual reviews. While major changes are not anticipated each year, the strategic plan is an evolving document that has an on-going presence and serves as a continual guide for Commission service. The purpose of the process and the plan is continuing improvement of the service provided by the PCC in pursuit of its mandate under the Capital Commission Act.

The Commission anticipates a bright future as it faces the next few years which will "chart the course" into the 21st century.

The full Strategic Plan can be found at the Commission web site at: www.bcpcc.com


PROVINCIAL CAPITAL COMMISSION
ORGANIZATION CHART
MINISTER RESPONSIBLE
PROVINCIAL CAPITAL COMMISSION
ADVISORY PROJECTS & PLANNING COMMITTEE
GREENWAYS ADVISORY COMMITTEE
ST. ANN'S ADVISORY COMMITTEE
INTERPRETIVE CENTRE
FUNDRAISING CENTRE
GROUNDS CENTRE
EXECUTIVE COMMITTEE
EXECUTIVE DIRECTOR
MANAGER, PROGRAM SERVICES
MANAGER, PLANNING & PROJECTS
MANAGER, ADMIN. & PROPERTY
PROGRAM CO-ORDINATOR CRYSTAL GARDEN
OPERATIONS OFFICERS
FRONT DESK
CHIEF HORTICULTURIST
GARDENERS
MAINTENANCE UTILITY WORKER
CURATOR OF ANIMALS
ASSISTANT KEEPERS
PROGRAM CO-ORDINATOR ST. ANN'S ACADEMY
OPERATIONS OFFICERS
VOLUNTEERS
FRIENDS SOCIETY
PLANNER
PROJECTS OFFICER
ACCOUNTING CLERK
SECRETARY
RECEPTIONIST
PROFESSIONAL CONSULTANTS
CONSTRUCTION CONTRACTORS
MAINTENANCE CONTRACTORS

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David Morris	953-8806
MANAGER OF PROGRAM SERVICES	
Brian Rowbottom	953-8808
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SECRETARY	
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RECEPTIONIST	
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PROGRAMME COORDINATOR (ST. ANN'S ACADEMY)	
Kris Andersen	953-8829
PROGRAMME COORDINATOR (CRYSTAL GARDEN)	
Catherine Wollner	953-8816
CHIEF HORTICULTURIST (CRYSTAL GARDEN)	
Bruce Tanner	953-8810
CURATOR (CRYSTAL GARDEN)	
John Creviston	953-8813